



Bill Moran <(b) (6)@gmail.com>

Integrated Capability Analysis

2 messages

(b) (6)

Fri, Mar 15, 2019 at 11:06 AM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello <(b) (6)>

Boss, interesting report by GAO below.. (b) (5)

(b) (5)

In Defense One: <https://www.defenseone.com/news/2019/03/the-d-brief-march-15-2019/155587/>

Ever wonder why Pentagon officials don't consider alternative force structures or question assumptions? The Government Accountability Office did, and now we have a report (PDF) on the matter. The report's super-boring title: "Revised Analytic Approach Needed to Support Force Structure Decision-Making" Why do this study? In case "challenges posed by major powers—China and Russia" rapidly escalate and the U.S. defense sector is too inflexible to adapt. Or, in the report's own language: "DOD's 2018 National Defense Strategy continues the department's shift toward focusing on the challenges posed by major powers—China and Russia. The strategy concludes that DOD must pursue urgent change at a significant scale and starkly warns that failure to properly implement the strategy will rapidly result in a force that is irrelevant to the threats it will face. To implement the change DOD envisions, senior leaders must have quality information."

One of the three recommended solutions sounds simple enough: "The Secretary of Defense should establish an approach for comparing competing analyses and conducting joint analyses for force structure to support senior leaders as they seek to implement the National Defense Strategy." Find the other two, here. (h/t (b) (6))

Report: <https://www.gao.gov/assets/700/697533.pdf>

Bill Moran <(b) (6)@gmail.com>

Sat, Mar 16, 2019 at 7:43 PM

To: (b) (6)

Cc: Chris Servello <(b) (6)>

(b) (5)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

China Current Account Deficit

2 messages

(b) (6)

Fri, Mar 15, 2019 at 7:42 AM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Sir, important piece in latest Economist... (b) (5)

(b) (5)

VR.

(b) (6)

<https://www.economist.com/leaders/2019/03/16/china-may-soon-run-its-first-annual-current-account-deficit-in-decades>

That China sells more to the world than it buys from it can seem like an immutable feature of the economic landscape. Every year for a quarter of a century China has run a current-account surplus (roughly speaking, the sum of its trade balance and net income from foreign investments). This surplus has been blamed for various evils including the decline of Western manufacturing and the flooding of America's bond market with the excess savings that fuelled the subprime housing bubble.

Yet the surplus may soon disappear. In 2019 China could well run its first annual current-account deficit since 1993. The shift from lender to borrower will create a knock-on effect, gradually forcing it to attract more foreign capital and liberalise its financial system. China's government is only slowly waking up to this fact. America's trade negotiators, meanwhile, seem not to have noticed it at all. Instead of focusing on urging China to free its financial system, they are more concerned that China keep the yuan from falling. The result of this myopia is a missed opportunity for both sides.

China's decades of surpluses reflected the fact that for years it saved more than it invested. Thrifty households hoarded cash. The rise of great coastal manufacturing clusters meant exporters earned more revenues than even

Bill Moran (b) (6) [REDACTED]@gmail.com>

Sat, Mar 16, 2019 at 7:38 PM

To: (b) (6) [REDACTED]

Cc: Chris Servello (b) (6) [REDACTED]

(b) (5)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Check-in and follow up to request

2 messages

(b) (6)

Thu, Mar 14, 2019 at 8:14 AM

To: "Moran, Bill" <(b) (6)@gmail.com>

VCNO,

Sir, I am hearing good rumors about you for CNO, congratulations.

Wanted to drop a quick note to let you know I've been heavily involved in the USNAAA Greater Washington Chapter Board for nearly three years now, moving into a newly created Outreach & Engagement role two years ago to try and help turn the ship around for a large and failing organization.

It has been a heavy lift and the work is not complete, however we've made great progress as evidenced by our very first Distinguished Speaker Series event back in Jan when ADM Caldwell graciously spoke to about 75 alums at the Lockheed Martin GVC in Crystal City. We even had ADM Cecil Haney come out and join the chapter! Our next event is 5/2 and CNO Richardson is speaking, so we are excited about that event and expect bigger attendance as the word gets out about these events.

The next step in the plan is getting back in the saddle on luncheons which were a staple of the old regime, and I believe you may have spoken at one out at the Army Navy Country Club. We've moved the venue to the Army Navy Club downtown to address the transportation and timing challenges and have our first date set at 4/26. Chris Servello and (b) (6) are jointly tackling an invite for you to be our speaker and help us kick things off right. If you can make it, we'd certainly appreciate it.

That's all, just wanted to give you a quick status update, let you know I am behind the push, and ask for your support if your schedule allows.

Hope you are holding up well under the pressures and certainly look forward to an opportunity to see you again.

Sincerely,

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Thu, Mar 14, 2019 at 3:13 PM

To: (b) (6)

Bcc: Chris Servello (b) (6)

(b) (6) thanks for the note...please send me an invite on NIPR (b) (6)@navy.mil" and I will promptly accept pending any other schedule conflicts I don't see. Appreciate the opportunity to address some alum! Cheers, Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

RE: Bridge Wing Chat Invitation: Sharks with Lasers, Robotic Squids, AI Detailing: The Hope, The Hype and The Hard Truths about a Digital Navy

4 messages

Moran, William F ADM USN VCNO (US) (b) (6) navy.mil>

Thu, Mar 14, 2019 at 2:38 PM

To: (b) (6)

Cc: (b) (6) CAPT USN VCNO (US) (b) (6) navy.mil>, (b) (6) CDR USN DCNO N2N6 (US) (b) (6) navy.mil>

(b) (6) let me know how interest develops. Seems like this topic is near the top of people's interest list. Thanks, Bill

-----Original Message-----

From: (b) (6)

Sent: Thursday, March 14, 2019 11:11 AM

To: (b) (6)

Subject: [Non-DoD Source] Bridge Wing Chat Invitation: Sharks with Lasers, Robotic Squids, AI Detailing: The Hope, The Hype and The Hard Truths about a Digital Navy

Sharks with Lasers, Robotic Squids, AI Detailing:

The Hope, The Hype and The Hard Truths about a Digital Navy

Can the Navy develop a data driven maritime force? Can we integrate artificial intelligence and machine learning across all functions? Can we use best practices from Silicon Valley to compete and win on a global scale? Help us find the opportunities in the digital age to advance American sea power.

Moderated by the Vice Chief of Naval Operations, this Bridge Wing Chat will focus on digital (data management, cloud computing, artificial intelligence and machine learning) modernization. As the ideas and concepts for using this advanced technology are being discussed and debated by industry entrepreneurs and Navy leaders, and in war-fighting capability briefings and congressional hearings, this panel will dive into the current thinking and where the Navy should go in the future.

Thursday, 4 April 2019

U.S. Navy Memorial Burke Theater

The mission of the United States Navy Memorial is to Honor, Recognize and Celebrate the men and women of the Sea Services, past, present and future; and to Inform the public about their service. To learn more, visit [navymemorial.org](http://www.navymemorial.org/) <<http://www.navymemorial.org/>>

<<https://www.facebook.com/NavyMemorial/>>
<<https://twitter.com/NavyMemorial>>
<<https://www.instagram.com/usnavymemorial/>>

unsubscribe
<<mailto:jseffel@navymemorial.org?subject=Please%20unsubscribe%20me%20from%20your%20mailing%20list>>

Bill Moran <(b) (6) @gmail.com>
To: Chris Servello (b) (6)

Thu, Mar 14, 2019 at 3:00 PM

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6) @gmail.com>

Thu, Mar 14, 2019 at 3:04 PM

Another event (b) (5)
(b) (5)

Chris Servello

(b) (6)
(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6) @gmail.com>
To: Chris Servello (b) (6)

Thu, Mar 14, 2019 at 3:09 PM

Agree. I'll respond to (b) (6) and BCC you for SA. Let's really focus on the themes...some that are absolutes (principles) and others that are worth testing (to your point). Tonight with (b) (6) (b) (6) I'm going to push on this, so perhaps we'll narrow it down a bit. Thanks, Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

DC USNA Alumni chapter lunch

3 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Thu, Mar 14, 2019 at 12:56 PM

Sir, would you consider being our lunchtime speaker in 26 Apr 11-1300 at the Army-Navy Club?

Ideally, you would talk about the Navy's role in great power competition, the need to digitize the Navy and the importance of reaching larger American audiences.

We have an evening event w/ CNO on 02 May...expect he will talk about Navy role in national security, core attributes and the competence and character discussion.

Our audience is trending much younger and (b) (6) and I pushing hard to make these events calls to action...along with comradely and networking events.

Timing would be very good...likely right after an announcement...a chance for you to use the safe and friendly environment as a "practice round" for themes and more important audiences.

Mentioned to (b) (6) ..if you are willing, I will work the invite and logistics.

Vr, Bull

Chris Servello

(b) (6)

(b) (6)

Bill Moran <(b) (6)@gmail.com>

Thu, Mar 14, 2019 at 2:09 PM

To: Chris Servello (b) (6)

thanks Chris, yesterday (b) (6) sent a similar note...my only concern is proximity to CNO's pitch a week later - too much?

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Thu, Mar 14, 2019 at 2:55 PM

(b) (5)

Happy to discuss for further.

Chris Servello

(b) (6)

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Bolton Notes

2 messages

(b) (6) Sun, Mar 10, 2019 at 5:29 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: Chris Servello (b) (6)

Boss, thanks for your time today...just some rough notes taken last night and today after perusing his books, articles, and other things he's written over his career in government. VR, (b) (6)



Bolton Files.docx
25K

Bill Moran <(b) (6)@gmail.com>

Sun, Mar 10, 2019 at 5:38 PM

To: (b) (6)

Cc: Chris Servello (b) (6)

Excellent primer (b) (6) Thanks to both of you for coming over and talking through this first, very helpful.
R, Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd:

2 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Tue, Feb 26, 2019 at 8:45 AM

Chris Servello

(b) (6)

(b) (6)

Begin forwarded message:

From: (b) (6)

Date: February 26, 2019 at 8:39:29 AM EST

To: Chris Servello (b) (6)

<https://www.propublica.org/article/navy-accident-changes-fitzgerald-mccain-davidson>

Moran comes across pretty well (or at least much different than Davidson) The assertions are pretty spot on.

Bill Moran (b) (6)@gmail.com>

To: Chris Servello (b) (6)

Tue, Feb 26, 2019 at 2:11 PM

Thanks, those are high marks from (b) (6) as I am learning ;)

Testimony by fleet commanders sounds like it went well...

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Notes from Today

4 messages

(b) (6) CAPT OPNAV, VCNO (b) (6) navy.mil>

Sat, Jan 12, 2019 at 11:33 AM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6) (b) (6) Chris Servello (b) (6) (b) (6)

(b) (6) CIV" (b) (6) navy.mil>

Admiral,

My notes from this AM (after doing a very poor job of managing the easel paper)- open to any/all pile-on. Something to build onto with more structure as we flesh-out way ahead and to compare notes.

(b) (5)



Work meetings/agenda over next few months -- build "intuition" in areas of less experience.

Notional schedules to protect the priorities...don't let schedule overcome.

(b) (5)



Alignment with Fleet Commanders (full day sync-ups). Down to numbered fleets as well.

Some specifics calls -- Mullen, Greenert, Roughead, Clark, (Fargo), Neller, (b) (6), CEOs via (b) (6), Danzig. Think of others.

Very respy,

(b) (6)

(b) (6)

Executive Assistant to the
Vice Chief of Naval Operations

(b) (6)



Bill Moran <(b) (6)@gmail.com>
To: Robert Burke <(b) (6)>
Bcc: (b) (6) <(b) (6)@gmail.com>

Sat, Jan 12, 2019 at 5:55 PM

Bob, my thoughts/notes from this AM. Not at all comprehensive, just a start and to let you see what's on my mind at a very early stage. Something to build onto with more structure as we flesh-out way ahead and to compare notes with each other.

(b) (5)



(b) (5)

Work meetings/agenda over next few months -- build "intuition" in areas of less experience.

Notional schedules to protect the priorities...don't let schedule overcome.

Miscellaneous:

(b) (5)



- Next six months - alignment with Fleet Commanders (full day sync-ups). Down to numbered fleets as well.
- Some specifics calls -- Mullen, Greenert, Roughead, Clark, (Fargo), Neller, (b) (6), CEOs via (b) (6), Danzig. Think of others.

Lots more to flesh out - goal is for us (you and me led) to hit the deck running.

Hope you're having a good weekend! Let it snow, let it snow!

Bill

Bill Moran (b) (6) @gmail.com>

Sun, Jan 13, 2019 at 8:11 PM

To: (b) (6) @gmail.com, (b) (6) (b) (6)

(b) (6)

(b) (5)



Thank you all for being so supportive and willing to be partners. R, Bill

Sent from my iPhone

Begin forwarded message:

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>

Sat, Feb 2, 2019 at 8:23 AM

To: b Moran 1010 (b) (6) @gmail.com>

----- Forwarded message -----

From: **Bill Moran** <(b) (6)@gmail.com>

Date: Sat, Jan 12, 2019 at 5:55 PM

Subject: Fwd: Notes from Today

To: Robert Burke (b) (6)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Speech and TP's

5 messages

Bill Moran <(b) (6)@gmail.com>

Sun, Jan 27, 2019 at 10:39 AM

To: Chris Servello (b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6)

Gents, thanks for the feedback on the commissioning ceremony - and while I hate watching or listening to myself, I did this morning to see your points and it helped. First I noticed that my cover rides on my cranium in a crooked fashion - gotta fix that!! ;). Second, Bull had it right last night that it is a different kind of ceremony when one of these events is a bout a person, not a city or battle or state...this one was clearly very personal and we missed that early on. (b) (6)

(b) (6)

. As for my transitions - plainly obvious that my shifts from "memory" or extemporaneous moments back to the written material is where the shortcomings become apparent. While I attribute that to poor preparation on my part (not as familiar with flow and transitions than I should be), it is also a structural flaw in the way we are putting these speeches together (these speeches meaning low threat and intended to really connect with the local audience). The more serious speeches do need to be more disciplined as I move to the next level...and for that I'll need a seasoned writer who truly knows my comfort zones and word usage.

Now, to TP's (long folds) for AHCs and the like.

Themes I'm beginning to zero in on:

(b) (5)

(b) (5)

Sincerely,

(b) (6)

Cell: (b) (6)

Work: (b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Mon, Jan 28, 2019 at 9:15 AM

To: (b) (6) (b) (6)

Cc: Chris Servello (b) (6)

(b) (6)

(b) (6)

(b) (6)

Thanks for all of the feedback gents!

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Fwd: Question

2 messages

Chris Servello (b) (6)
To: (b) (6)@gmail.com

Sun, Jan 27, 2019 at 3:27 PM

See below...

Chris Servello

(b) (6)

Begin forwarded message:

From: (b) (6) (b) (6)@washpost.com>
Date: January 27, 2019 at 2:59:22 PM EST
To: Chris Servello (b) (6)
Subject: Question

Chris:

Do you have a good email address to CNO Adm. Richardson? I want to make sure he knows that he would be most welcome at (b) (6) on (b) (6) at (b) (6)

(b) (6)

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello (b) (6)

Sun, Jan 27, 2019 at 3:35 PM

Thanks Chris

Sent from my iPhone

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

190123 DIROSA.docx

4 messages

Chris Servello (b) (6)

Fri, Jan 25, 2019 at 5:21 AM

To: (b) (6)@gmail.com

Have been going back and forth with (b) (6) on how and where he could help and in what capacity if anything was possible.

What he came back with is worth a read.

Vr, Bull

Chris Servello

(b) (6)



190123 DIROSA.docx

19K

Bill Moran <(b) (6)@gmail.com>

Fri, Jan 25, 2019 at 10:46 AM

To: Chris Servello (b) (6)

first glance, it looks like a CHINFO position description...

[Quoted text hidden]

[Quoted text hidden]

Chris Servello

(b) (6)

Chris Servello (b) (6)

Fri, Jan 25, 2019 at 11:12 AM

To: Bill Moran <(b) (6)@gmail.com>

(b) (5)

Vr,

Chris Servello

(b) (6)

Director, OPNAV Office of Strategic Alignment

(b) (5)

The points above are the kinds of things that could eventually find their way into a formal position description. Here is a more informal description of what DIROSA does:

(b) (5)

(b) (5)

Now, the ugly stuff....my red-lines:

(b) (5)



Bill Moran <(b) (6)@gmail.com>

Latest from Neller

7 messages

Chris Servello (b) (6)

Fri, Jan 25, 2019 at 6:54 AM

To: (b) (6)@gmail.com, (b) (6)

<https://www.hqmc.marines.mil/Portals/142/Docs/Message%20to%20The%20Force%202019%20Continue%20the%20Attack%20190125.pdf?ver=2019-01-24-142441-117>

Chris Servello
(b) (6)



Message to The Force 2019 Continue the Attack 190125.pdf
204K

Bill Moran <(b) (6)@gmail.com>

Fri, Jan 25, 2019 at 7:08 AM

To: Chris Servello (b) (6)

Cc: (b) (6)

What a great way for a new CNO to communicate to the fleet

Sent from my iPhone

On Jan 25, 2019, at 6:54 AM, Chris Servello (b) (6) wrote:

<https://www.hqmc.marines.mil/Portals/142/Docs/Message%20to%20The%20Force%202019%20Continue%20the%20Attack%20190125.pdf?ver=2019-01-24-142441-117>

<Message to The Force 2019 Continue the Attack 190125.pdf>

Chris Servello
(b) (6)

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Fri, Jan 25, 2019 at 7:11 AM



Bill Moran <(b) (6)@gmail.com>

Comms!

2 messages

Bill Moran <(b) (6)@gmail.com>

Thu, Jan 24, 2019 at 10:22 AM

To: Chris Servello (b) (6)

<https://federalnewsnetwork.com/dod-personnel-notebook/2019/01/the-navy-needs-to-follow-these-steps-to-make-pay-for-performance-work/>

Chris Servello (b) (6)

Thu, Jan 24, 2019 at 3:36 PM

To: Bill Moran <(b) (6)@gmail.com>

Dont even know where to begin...

Chris Servello

(b) (6)

On Jan 24, 2019, at 10:22 AM, Bill Moran (b) (6)@gmail.com> wrote:

<https://federalnewsnetwork.com/dod-personnel-notebook/2019/01/the-navy-needs-to-follow-these-steps-to-make-pay-for-performance-work/>



Bill Moran <(b) (6)@gmail.com>

Re: USS Michael Monsoor Commissioning

1 message

Chris Servello (b) (6)

Tue, Jan 22, 2019 at 7:58 AM

To: (b) (6)

Cc: (b) (6)

(b) (5)



Chris Servello

(b) (6)

On Jan 22, 2019, at 7:43 AM, (b) (6) wrote:

Good morning Sir,

Hope you had a great weekend! Found out yesterday that the boss will be attending the commissioning of Michael Monsoor in Coronado this weekend. He will have a speaking role, but not the keynote (similar to THD). In terms of themes, I was thinking of continuing the narrative from THD along the lines of the Navy story? Any suggestions would be greatly appreciated!

Thanks!

V/r,

(b) (6)

(b) (6)

LT, USN

Phone: (b) (6)



Bill Moran <(b) (6)@gmail.com>

EA Candidate

1 message

Bill Moran (b) (6)@gmail.com>

Sun, Jan 20, 2019 at 9:48 AM

To: Chris Servello (b) (6)

CAPT (b) (6)



Bill Moran <(b) (6)@gmail.com>

Rules the Waves, Pt II

4 messages

(b) (6)

Sun, Dec 30, 2018 at 4:56 AM

To: (b) (6)@gmail.com, (b) (6)

Britain will open two new military bases in the Caribbean and South East Asia as the country looks to step up its military presence overseas after Brexit, [Gavin Williamson](#) has revealed.

The Defence secretary urges Britons to stop downplaying the country's influence internationally and recognise that the UK will stand tall on the world stage after [leaving the European Union](#).

In an interview with The Telegraph in his Ministry of Defence office, Mr Williamson says: "We have got to be so much more optimistic about our future as we [exit the European Union](#).

"This is our biggest moment as a nation since the end of the Second World War, when we can recast ourselves in a different way, we can actually play the role on the world stage that the world expects us to play.

"For so long - literally for decades - so much of our national view point has actually been coloured by a discussion about the European Union.

"This is our moment to be that true global player once more - and I think the [Armed Forces](#) play a really important role as part of that."

He says: "I am also very much looking at how can we get as much of our resources forward based, actually creating a deterrent but also taking a British presence. We are looking at those opportunities not just in the Far East but also in the Caribbean as well."

The bases would have service and maintenance staff, supply ships and equipment sited there.

Mr Williamson has deliberately attempted to ensure that UK military assets are visibly deployed around the world over the past year as a demonstration of British military might.

He says: "For the first time in a generation this Christmas we have two ships operating in the Pacific Ocean a long way from home.

"We are the second biggest inward investor into that region. So if our economic interests are there we should also have a military interest there."

With just over 90 days until Britain leaves the European Union, the Defence secretary says it is time to strike a more optimistic tone about the UK's future outside the EU.

Mr Williamson predicts that the "political focus will shift quite dramatically" after Brexit and the UK has to build "deeper relationships with Australia, Canada, New Zealand, Caribbean countries but also nations right across Africa".

He says these countries will "look to us to provide the moral leadership, the military leadership and the global leadership".

"They realise that we are good partners and actually the values that we stand for of tolerance, democracy and justice, these are the values that they hold dear to their hearts."

[The Royal Navy](#) is due to start taking delivery of additional offshore patrol vessels - which are tasked with fisheries protection and fighting drugs smuggling - at the beginning of next year, taking the fleet from three to eight.

On the departmental front, Mr Williamson's team of officials are drafting a new law to be published as early as next month to provide greater protections for all members of the Armed Forces from prosecution.

He says he wants to give these protections not just to veterans of the Troubles in Northern Ireland, but to "veterans of conflicts before that and conflicts since that, Iraq and Afghanistan".

Mr Williamson wants to give "them the confidence that the country that they have always supported, the country that they have always defended is also the country that supports and defends them".

He also insists that problems with a contract run by Capita which has seen army recruitment flatline are being sorted out after he deployed 200 servicemen and women into recruiting centres.

He says: "Having the experienced sergeant out there, talking about their experiences, talking about the brilliant quality of life that they can have, as joining the Armed Forces.

"We have put 200 service personnel into the system — selling the message, and what we have seen is a large spike in the number of people starting to apply."

"It is a really important message, getting the Armed Forces on the front line of recruitment, banging the recruitment drum, selling the actual dream of what the Armed Forces can do.

"I want the very best in the Army, the Navy and the Air Force and we are determined to get them."

"I think it is my duty to do that. You have got men and women who serve our country who do things for us to keep us safe that few others would be willing to do or would have the capability to do.

"So if I am the voice that bangs that drum for them - no apology whatsoever, I see it as my duty, I see it as my job."

Bill Moran (b) (6) @gmail.com>
To: (b) (6)
Cc: (b) (6)

Sun, Dec 30, 2018 at 5:56 AM

Good one!
[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran (b) (6) @gmail.com>
Cc: (b) (6)

Sun, Dec 30, 2018 at 7:26 AM

Challenges of technology, innovation and competition in the new year

<https://thehill.com/opinion/technology/423066-challenges-of-technology-innovation-and-competition-in-the-new-year>

For 2019, the White House and Congress should prioritize progress toward a national strategy for AI development. The United States lags behind China and other nations that have created more comprehensive frameworks for AI policy, and the U.S. government must pursue policymaking to leverage the opportunities - and mitigate the disruption - of the AI revolution.

[Quoted text hidden]

--
Chris Servello
Mobile: (b) (6)

(b) (6)
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

Sun, Dec 30, 2018 at 8:10 AM

Important point - Bracken and others said much the same:

"Historically, patterns of technological advancement have shaped the rise and fall of great powers, and they do so today. The future balance of power between the United States and China will be influenced by strategic technologies. Increasingly, Beijing's advances and ambitions, whether in biotechnology



Bill Moran (b) (6) @gmail.com>

As we've slept our military has diminished

2 messages

Chris Servello (b) (6) Mon, Dec 24, 2018 at 7:35 AM
To: Bill Moran <(b) (6) @gmail.com>, (b) (6)

http://thewashingtonpost.newspaperdirect.com/epaper/iphone/homepage.aspx#_articlefa65838a-3ebd-49bc-afe7-f462a3c34ea3

--
Chris Servello
Mobile: (b) (6)

(b) (6) Mon, Dec 24, 2018 at 8:05 AM
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

(b) (5)

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

Fwd: BREAKING NEWS: Mattis to retire in February, Trump says

2 messages

(b) (6)

Thu, Dec 20, 2018 at 5:37 PM

To: Bill Moran (b) (6) @gmail.com>, Chris Servello (b) (6)

Am sure you know but just in case... VR (b) (6)

----- Forwarded message -----

From: POLITICO <email@politicoemail.com>

Date: Thu, Dec 20, 2018 at 5:31 PM

Subject: BREAKING NEWS: Mattis to retire in February, Trump says

To: (b) (6)

Defense Secretary James Mattis will retire at the end of February, President Donald Trump tweeted on Thursday.

While the announcement came as a surprise, it has long been expected that Mattis would depart the Trump administration sometime after the November midterms. The move also comes amid uncertainty over the removal of U.S. troops from Syria, a decision Trump made over the advice of many military advisers.

"General Mattis was a great help to me in getting allies and other countries to pay their share of military obligations," Trump tweeted. "A new Secretary of Defense will be named shortly."

Read more: <https://www.politico.com/story/2018/12/20/mattis-to-retire-in-february-trump-says-1072150>

To change your alert settings, please go to <https://secure.politico.com/settings>

POLITICO

This email was sent to (b) (6) by: POLITICO, LLC 1000 Wilson Blvd. Arlington, VA, 22209, USA

Please click [here](#) and follow the steps to unsubscribe.

Chris Servello (b) (6)

Thu, Dec 20, 2018 at 5:42 PM

To: (b) (6)

Cc: Bill Moran (b) (6) @gmail.com>

Just sent you the letter

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

How China Wants to Reshape the World Order

1 message

(b) (6)

Fri, Dec 14, 2018 at 10:17 AM

To: (b) (6) <(b) (6)@gmail.com>

"...Beijing to steer clear of open confrontation with the United States or its primary allies. Instead, the coming bipolarity will be an era of uneasy peace between the two superpowers. Both sides will build up their militaries but remain careful to manage tensions before they boil over into outright conflict.

And rather than vie for global supremacy through opposing alliances, Beijing and Washington will largely carry out their competition in the [economic](#) and [technological](#) realms.

At the same time, U.S.-Chinese bipolarity will likely spell the end of sustained multilateralism outside strictly economic realms, as the combination of nationalist populism in the West and China's commitment to national sovereignty will leave little space for the kind of political integration and norm setting that was once the hallmark of liberal internationalism."

<https://www.foreignaffairs.com/articles/china/2018-12-11/age-uneasy-peace>



Bill Moran <(b) (6)@gmail.com>

Allison: China and Russia: A Strategic Alliance in the Making

1 message

(b) (6)
To: (b) (6) (b) (6)@gmail.com

Sun, Dec 16, 2018 at 6:09 AM

<https://nationalinterest.org/feature/china-and-russia-strategic-alliance-making-38727?page=0%2C1>

Most American experts discount Sino-Russian military cooperation. Commenting on this year's unprecedented military exercise in which 3,000 Chinese soldiers joined 300,000 Russians in practicing scenarios for conflict with NATO in Eastern Europe, Secretary of Defense Mattis said: "I see little in the long term that aligns Russia and China."

HE SHOULD look more carefully. What has emerged is what a former senior Russian national security official described to me as a "functional military alliance." Russian and Chinese generals' staffs now have candid, detailed discussions about the threat U.S. nuclear modernization and missile defenses pose to each of their strategic deterrents. For decades, in selling arms to China, Russia was careful to withhold its most advanced technologies. No longer. In recent years it has not only sold China its most advanced air defense systems, the S-400s, but has actively engaged with China in joint r&d on rockets engines—and UAVs. Joint military exercises by their navies in the Mediterranean Sea in 2015, the South China Sea in 2016 and the Baltic Sea in 2017 compare favorably with U.S.-Indian military exercises.

As a Chinese colleague observed candidly, if the United States found itself in a conflict with China in the South China Sea, what should it expect Putin might do in the Baltics?



Bill Moran <(b) (6)@gmail.com>

The fight to keep ideas open to all - Open Voices

1 message

Chris Servello(b) (6)

Thu, Dec 13, 2018 at 10:03 PM

To: (b) (6) (b) (6)@gmail.com

<https://www.economist.com/open-future/2018/12/12/the-fight-to-keep-ideas-open-to-all>

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

spatial web & the future of work

2 messages

Chris Servello (b) (6)

Wed, Dec 12, 2018 at 8:59 PM

To: (b) (6) (b) (6)@gmail.com

<https://www.diamandis.com/blog/spatial-web-part-3>

As tomorrow's career model shifts from a "one-and-done graduate degree" to continuous lifelong education, professional VR-based re-education will allow for a continuous education loop, reducing the barrier to entry for *anyone* wanting to enter a new industry.

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Hudner Commissioning OPED.docx

6 messages

Chris Servello (b) (6)

Fri, Nov 30, 2018 at 8:49 PM

To: (b) (6)@gmail.com

Cc: (b) (6)

Draft oped...recommend (b) (5)

Chris Servello
Mobile: (b) (6)



Hudner Commissioning OPED.docx
297K

Bill Moran <(b) (6)@gmail.com>

Fri, Nov 30, 2018 at 10:13 PM

To: Chris Servello (b) (6)

Cc: (b) (6)

Thanks Bull, can you forward to (b) (6) and have him print in the morning...needs a little caressing but very little. And I cant edit on this iPad. Thanks, Bill

On Fri, Nov 30, 2018 at 8:49 PM Chris Servello (b) (6) wrote:

Draft oped...recommend (b) (5)

Chris Servello
Mobile: (b) (6)

Chris Servello (b) (6)

Fri, Nov 30, 2018 at 10:22 PM

To: Bill Moran <(b) (6)@gmail.com>

Cc: (b) (6)

Will do

Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com>

Thu, Dec 6, 2018 at 8:43 AM

To: Chris Servello (b) (6)



Bill Moran <(b) (6)@gmail.com>

Ash Carter - more FOTF

4 messages

(b) (6) Wed, Dec 5, 2018 at 6:59 PM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Interesting account by SD Carter, another pillar of how he "made personnel strategic"... his preferred legacy, writes on FOTF more than anything else...

<https://www.belfercenter.org/publication/no-exceptions-decision-open-all-military-positions-women>

VR,

(b) (6)

Bill Moran <(b) (6)@gmail.com> Thu, Dec 6, 2018 at 8:34 AM
To: (b) (6)
Cc: Chris Servello (b) (6)

(b) (6)

[Quoted text hidden]

Chris Servello (b) (6) Thu, Dec 6, 2018 at 8:43 AM
To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6)

(b) (6)

(b) (6) (b) (6) (b) (5)

(b) (5)

Chris Servello

(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com> Thu, Dec 6, 2018 at 8:54 AM
To: Chris Servello (b) (6)
Cc: (b) (6)

You all know me too well...

Bahrain visit was really good, team is hanging in there.. (b) (5)

(b) (5)

Did a short STars and Stripes interview on the way to the airport...should be ok, PAO out there seemed very good.

Will be back late tonight. Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Ash Carter - more FOTF

4 messages

(b) (6) Wed, Dec 5, 2018 at 6:59 PM
To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Interesting account by SD Carter, another pillar of how he "made personnel strategic"... his preferred legacy, writes on FOTF more than anything else...

<https://www.belfercenter.org/publication/no-exceptions-decision-open-all-military-positions-women>

VR

(b) (6)

Bill Moran (b) (6)@gmail.com Thu, Dec 6, 2018 at 8:34 AM
To: (b) (6)
Cc: Chris Servello (b) (6)

(b) (6)

[Quoted text hidden]

Chris Servello (b) (6) Thu, Dec 6, 2018 at 8:43 AM
To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (5)

(b) (5)

(b) (5)

Chris Servello

(b) (6)

[Quoted text hidden]

Bill Moran <(b) (6)@gmail.com> Thu, Dec 6, 2018 at 8:54 AM
To: Chris Servello (b) (6)
Cc: (b) (6)

You all know me too well...

Bahrain visit was really good, team is hanging in there.. (b) (5)

(b) (5)

Did a short STars and Stripes interview on the way to the airport...should be ok, PAO out there seemed very good.

Will be back late tonight. Bill

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Three-star heads to 5th Fleet after admiral's sudden death

1 message

Chris Servello (b) (6)

Mon, Dec 3, 2018 at 9:06 PM

To: (b) (6) (b) (6)@gmail.com

(b) (5)

https://www.navytimes.com/news/your-navy/2018/12/03/interim-5th-fleet-commander-named-after-vice-admirals-sudden-death/?utm_medium=social&utm_source=facebook.com&utm_campaign=Socialflow+NAV

Chris Servello

(b) (6)



Bill Moran <(b) (6)@gmail.com>

Fwd: statement

3 messages

Chris Servello (b) (6)
To: (b) (6) (b) (6)@gmail.com

Sat, Dec 1, 2018 at 12:10 PM

Chris Servello
Mobile: (b) (6)

Begin forwarded message:

From: Chris Servello (b) (6)
Date: December 1, 2018 at 10:58:35 AM EST
To: (b) (6) (b) (6) LT OPNAV, N00P"
(b) (6)
Subject: statement

This morning the Secretary and I were notified that (b) (5)

(b) (5)

Bill Moran (b) (6)@gmail.com>

Sat, Dec 1, 2018 at 12:55 PM

To: Chris Servello (b) (6)
Cc: (b) (6)

(b) (5)

About to land in 30 minutes, call you then

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran <(b) (6)@gmail.com>

Sat, Dec 1, 2018 at 12:59 PM



Bill Moran (b) (6) @gmail.com>

How Much Should the United States Spend on Defense?

6 messages

Chris Servello (b) (6) Sun, Dec 9, 2018 at 6:38 AM
To: Bill Moran <(b) (6) @gmail.com>, (b) (6)

<https://nationalinterest.org/feature/how-much-should-united-states-spend-defense-38062>

Chris Servello
Mobile: (b) (6)

(b) (6) Sun, Dec 9, 2018 at 6:42 AM
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

(b) (5)

Chris Servello (b) (6) Sun, Dec 9, 2018 at 6:53 AM
To: (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

Naturally you centered right in on the crux of the argument...

(b) (5)

[Quoted text hidden]

(b) (6) Sun, Dec 9, 2018 at 7:14 AM
To: Chris Servello (b) (6)
Cc: Bill Moran <(b) (6) @gmail.com>

Agree and would just add:

(b) (5)

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

Hudner Draft 2

1 message

Chris Servello (b) (6)

Sat, Dec 1, 2018 at 8:14 AM

To: (b) (6) (b) (6)@gmail.com, (b) (6)

Chris Servello

Mobile: (b) (6)



Hudner Draft 2.docx

10K



Bill Moran <(b) (6)@gmail.com>

HUDNER Speech

9 messages

(b) (6)

Thu, Nov 29, 2018 at 10:20 PM

To: Bill Moran <(b) (6)@gmail.com>
Cc: Chris Servello (b) (6)

Boss, here's a crack at it... hope it helps. Ready to help you craft as desired.

VR

(b) (6)



VCNO Hudner Commissioning Speech.docx
20K

Bill Moran (b) (6)@gmail.com>

Fri, Nov 30, 2018 at 5:28 AM

To: (b) (6)
Cc: Chris Servello (b) (6)

(b) (6) this is excellent and really strong...but/BUT I have to give it in 3 minutes or less...can't do 900+ words in 3 minutes. So, I am thinking that there's an oped in this piece to accompany a shortened version for my remarks on Saturday. You and Chris want to take a swing at something half the length for the speech, and turn this into an oped? Quick turn this AM if possible...Thank you!! Bill

[Quoted text hidden]

Chris Servello (b) (6)

Fri, Nov 30, 2018 at 5:57 AM

To: Bill Moran <(b) (6)@gmail.com>
Cc: (b) (6)

Suggested changes. (b) (6) estimates you have 30 secs to play with...to either adlib or add in anything else you think we may have missed.

I would take the full version and prep for an oped to run Sun or Monday...pegged to thanking the city for being such a great host...

Vr, Bull

Chris Servello
Mobile: (b) (6)

On Nov 30, 2018, at 5:28 AM, Bill Moran (b) (6)@gmail.com> wrote:

(b) (6) this is excellent and really strong...but/BUT I have to give it in 3 minutes or less...can't do 900+ words in 3 minutes. So, I am thinking that there's an oped in this piece to accompany a shortened version for my remarks on Saturday. You and Chris want to take a swing at something half the length for the speech, and turn this into an oped? Quick turn this AM if possible...Thank you!! Bill

On Thu, Nov 29, 2018 at 10:20 PM (b) (6) > wrote:
Boss, here's a crack at it... hope it helps. Ready to help you craft as desired.

VR,
(b) (6)

 attachment 1.docx
296K

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello <(b) (6)@gmail.com>
Cc: (b) (6)

Fri, Nov 30, 2018 at 7:01 AM

thanks!! minor changes incorporated (attached)...you guys good?

On Fri, Nov 30, 2018 at 5:57 AM Chris Servello (b) (6)@gmail.com> wrote:

Suggested changes...Steve estimates you have 30 secs to play with...to either adlib or add in anything else you think we may have missed.

I would take the full version and prep for an oped to run Sun or Monday...pegged to thanking the city for being such a great host...

Vr, Bull

Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

 Hudner Draft1.docx
21K

(b) (6)
To: Chris Servello <(b) (6)@gmail.com>
Cc: Bill Moran <(b) (6)@gmail.com>

Fri, Nov 30, 2018 at 7:01 AM

Placed in podium format and corrected my rye-induced math error on the length of the Cold War (1946-1990/1) ... really like how Bull put this together.

VR, (b) (6)

On Fri, Nov 30, 2018 at 5:57 AM Chris Servello (b) (6) wrote:

Suggested changes (b) (6) estimates you have 30 secs to play with...to either adlib or add in anything else you think we may have missed.

I would take the full version and prep for an oped to run Sun or Monday...pegged to thanking the city for being such a great host...

Vr, Bull

Chris Servello
Mobile: (b) (6)

On Nov 30, 2018, at 5:28 AM, Bill Moran (b) (6) @gmail.com> wrote:

[Quoted text hidden]

 **VCNO Hudner Commissioning Speech v3.docx**
18K

(b) (6)

Fri, Nov 30, 2018 at 7:04 AM

To: Bill Moran (b) (6) @gmail.com>

Cc: Chris Servello (b) (6)

I like it Sir. Just need to change the years to 45... or could say, over four decades... the 70 number was in my head for some reason. VR, (b) (6)

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>

Fri, Nov 30, 2018 at 7:07 AM

To: (b) (6)

Cc: Chris Servello (b) (6)

Got it. thanks (b) (6)

Bull, are you taking a turn on the oped?

[Quoted text hidden]

Chris Servello (b) (6)

Fri, Nov 30, 2018 at 7:09 AM

To: Bill Moran (b) (6) @gmail.com>

Cc: (b) (6)

Yes Sir...will turn this morning and push back.

Vr

Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

Bill Moran (b) (6) [REDACTED]@gmail.com>
To: Chris Servello (b) (6) [REDACTED]@gmail.com>
Cc: (b) (6) [REDACTED]

Fri, Nov 30, 2018 at 7:25 AM

you guys are awesome!

[Quoted text hidden]



Bill Moran (b) (6) @gmail.com>

HUDNER Speech

9 messages

(b) (6)
To: (b) (6) <(b) (6) @gmail.com>
Cc: Chris Servello (b) (6)

Thu, Nov 29, 2018 at 10:20 PM

Boss, here's a crack at it... hope it helps. Ready to help you craft as desired.

VR

(b) (6)



VCNO Hudner Commissioning Speech.docx
20K

Bill Moran (b) (6) @gmail.com>
To: (b) (6)
Cc: Chris Servello (b) (6)

Fri, Nov 30, 2018 at 5:28 AM

(b) (6) this is excellent and really strong...but/BUT I have to give it in 3 minutes or less...can't do 900+ words in 3 minutes. So, I am thinking that there's an oped in this piece to accompany a shortened version for my remarks on Saturday. You and Chris want to take a swing at something half the length for the speech, and turn this into an oped? Quick turn this AM if possible...Thank you!! Bill

[Quoted text hidden]

Chris Servello (b) (6)
To: Bill Moran (b) (6) @gmail.com>
Cc: (b) (6)

Fri, Nov 30, 2018 at 5:57 AM

Suggested changes. (b) (6) estimates you have 30 secs to play with...to either adlib or add in anything else you think we may have missed.

I would take the full version and prep for an oped to run Sun or Monday...pegged to thanking the city for being such a great host...

Vr, Bull

Chris Servello
Mobile: (b) (6)

On Nov 30, 2018, at 5:28 AM, Bill Moran <(b) (6) @gmail.com> wrote:

(b) (6) this is excellent and really strong...but/BUT I have to give it in 3 minutes or less...can't do 900+ words in 3 minutes. So, I am thinking that there's an oped in this piece to accompany a shortened version for my remarks on Saturday. You and Chris want to take a swing at something half the length for the speech, and turn this into an oped? Quick turn this AM if possible...Thank you!! Bill

On Thu, Nov 29, 2018 at 10:20 PM (b) (6) wrote:
Boss, here's a crack at it... hope it helps. Ready to help you craft as desired.

VR,

(b) (6)

 attachment 1.docx
296K

Bill Moran <(b) (6)@gmail.com>
To: Chris Servello <(b) (6)@gmail.com>
Cc: (b) (6)

Fri, Nov 30, 2018 at 7:01 AM

thanks!! minor changes incorporated (attached)...you guys good?

On Fri, Nov 30, 2018 at 5:57 AM Chris Servello (b) (6)@gmail.com wrote:

Suggested changes...Steve estimates you have 30 secs to play with...to either adlib or add in anything else you think we may have missed.

I would take the full version and prep for an oped to run Sun or Monday...pegged to thanking the city for being such a great host...

Vr, Bull

Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

 Hudner Draft1.docx
21K

(b) (6)
To: Chris Servello <(b) (6)@gmail.com>
Cc: Bill Moran <(b) (6)@gmail.com>

Fri, Nov 30, 2018 at 7:01 AM

Placed in podium format and corrected my rye-induced math error on the length of the Cold War (1946-1990/1) ... really like how Bull put this together.

VR, (b) (6)

On Fri, Nov 30, 2018 at 5:57 AM Chris Servello (b) (6) wrote:

Suggested changes (b) (6) you have 30 secs to play with...to either adlib or add in anything else you think we may have missed.

I would take the full version and prep for an oped to run Sun or Monday...pegged to thanking the city for being such a great host...

Vr, Bull

Chris Servello
Mobile: (b) (6)

On Nov 30, 2018, at 5:28 AM, Bill Moran (b) (6) @gmail.com> wrote:

[Quoted text hidden]

 **VCNO Hudner Commissioning Speech v3.docx**
18K

(b) (6)

Fri, Nov 30, 2018 at 7:04 AM

To: Bill Moran <(b) (6) @gmail.com>

Cc: Chris Servello (b) (6)

I like it Sir. Just need to change the years to 45... or could say, over four decades... the 70 number was in my head for some reason. VR, (b) (6)

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>

Fri, Nov 30, 2018 at 7:07 AM

To: (b) (6)

Cc: Chris Servello (b) (6)

Got it. thanks (b) (6)

Bull, are you taking a turn on the oped?

[Quoted text hidden]

Chris Servello (b) (6)

Fri, Nov 30, 2018 at 7:09 AM

To: Bill Moran <(b) (6) @gmail.com>

Cc: (b) (6)

Yes Sir...will turn this morning and push back.

Vr

Chris Servello
Mobile: (b) (6)

[Quoted text hidden]

Bill Moran (b) (6) @gmail.com>
To: Chris Servello (b) (6) @gmail.com>
Cc: (b) (6)

Fri, Nov 30, 2018 at 7:25 AM

you guys are awesome!

[Quoted text hidden]



Bill Moran <(b) (6)@gmail.com>

E4S Memo

2 messages

(b) (6)

Tue, Nov 27, 2018 at 7:19 PM

To: Bill Moran <(b) (6)@gmail.com>, Chris Servello (b) (6)

Boss, would recommend adding a new paragraph under (b) (5)

(b) (5)

VR, (b) (6)

Bill Moran <(b) (6)@gmail.com>

Tue, Nov 27, 2018 at 9:52 PM

To: (b) (6)

Cc: Chris Servello (b) (6)

Thanks (b) (6) very helpful!

Sent from my iPhone

[Quoted text hidden]